

Effective, Learner-Centered Instruction

Goal: A variety of instructional materials aligned with the Maine *Learning Results* standards, which include the Common Core State Standards, are readily available to and support the instructional practices of Maine educators.

Objective: Fully implement the Common Core State Standards; provide Maine's educators with access to a resource directory of curricula and resources for every content area and level of achievement aligned with the appropriate set of standards.

Action Steps:

Strategy	Action Step	Responsible party	Deadline:
Planning and Implementation	Develop a detailed plan for the implementation of the Common Core State Standards, which includes targeted training and outreach efforts as well as expanded use of the Maine DOE's website as a resource for standards implementation.	Maine DOE's Common Core implementation team	May 1, 2012
Collaboration and Communication	Establish a state-level, online "Communities of Practice" collaboration platform for developing and vetting standards-aligned curricula and instructional materials, in collaboration with the state's teachers and curriculum coordinators. The venue should allow for the posting and cataloging of standards-aligned curriculum guides, lesson plans, instructional materials and assessment tools.	Maine DOE communications team in cooperation with the state's educators	"Soft" launch by March 1, 2012.
Regionalization	Develop and support regional centers to coordinate implementation of standards and aligned curricula.	Development supported by Maine DOE through the Fund for Efficient Delivery of Education Services	Upon budget approval, state funding available beginning July 1, 2012

WMEC Regional Examples:

- *WMEC Futures Plan*
- *WMEC Special Education Directors Work Plan*
- *6/11 member districts working with eCurriculum*

Goal: Learner-centered instructional strategies are in place in all Maine classrooms.

Objective: Provide state support for existing district-level work in learner-centered instruction, and make materials and resources available to all Maine educators to support the proliferation of learner-centered instructional practices.

Action Steps:

Strategy	Action Step	Responsible party	Deadline:
DOE Initiative	Appoint a learner-centered instruction team to continue state support for districts already engaged in the development of learner-centered instructional practices and aid districts new to employing such practices.	Maine DOE's leadership team	Team in place by March 1, 2012
Collaboration and Communication	Develop a state-level "Center for Best Practices," with a focus on learner-centered instruction, to serve as a clearinghouse of materials, support and case studies related to learner-centered instructional practices.	Maine DOE's learner-centered instruction and communications teams	Center launched January 1, 2012
Best Practices	Publish learner-centered materials developed by the Center for Best Practices to the Maine DOE website.	Center for Best Practices, communications team	Website with preliminary Center materials launched by February 15, 2012
Collaboration and Communication	Collaborate with Maine teacher preparation programs to expand access to educator training and support related to learner-centered instruction.	Maine DOE learner-centered instruction team, the state's teacher preparation programs	Ongoing

WMEC Regional Examples:

- Graduate Course partnership with UMF
- Partner with SPOC/UMF grant focused on special education teacher certification
- Principals Network
- Regional Virtual High School Initiative in its 3rd year
- Partner with Drummond Woodsom on a yearlong Legal and Educationally Sound IEP training series with follow up networking sessions via Tandberg

Goal: All of Maine educators have access to modern, 21st-century assessment systems and use assessment information to inform instruction.

Objective: Successfully transition to the SMARTER Balanced assessment system, and develop a state-level resource directory of teacher-developed assessment instruments aligned with the state's *Learning Results*, which include the Common Core State Standards.

Action Steps:

Strategy	Action Step	Responsible party	Deadline:
Planning and Implementation	Develop a comprehensive plan for the statewide implementation of the SMARTER Balanced assessment system.	Maine DOE assessment team, in collaboration with educators and stakeholders	Implementation plan due September 1, 2012
Communication and Collaboration	Use online Communities of Practice to support the development of a resource directory of teacher-developed assessment tools, including rubrics and examples of student work, organized and aligned with the state's academic standards.	Maine DOE learner-centered instruction and communications teams, in cooperation with state's educators	Assessment practice group in place by July 1, 2012
Regionalization	Create regional teacher development centers to coordinate regional training and support in the use of the SMARTER Balanced assessment instruments.	Development supported through Fund for Efficient Delivery of Education Services	Upon budget approval, state funding available beginning July 1, 2012

WMEC Regional Examples:

- Ongoing Community of Practice efforts in:
 - Literacy in the Content Areas
 - Math K-5
 - Math RTI for Middle and High School

Goal: Maine's educators have ready access to helpful data and regularly use it to tailor instruction and improve student outcomes.

Objective: Complete the deployment of the State Longitudinal Data System, expand data system training opportunities for educators statewide, and develop a sustainability plan for the system moving forward.

Action Steps:

Strategy	Action Step	Responsible party	Deadline:
Planning and Implementation	Develop a comprehensive SLDS implementation plan, which outlines the full deployment of the system and related training and support initiatives.	Maine DOE's SLDS development and communications teams, stakeholders	Plan due July 1, 2012
Regionalization	Develop and provide support for regional centers to coordinate implementation of SLDS training initiatives, with a specific focus on the use of SLDS and other data to inform instructional practices.	Development supported through Fund for Efficient Delivery of Education Services	Upon budget approval, state funding available beginning July 1, 2012
Planning and Implementation	Develop SLDS sustainability plan that calculates ongoing system costs, identifies potential sources for funding and support.	SLDS development team	Plan due December 1, 2012

WMEC Regional Examples:

- Business Managers developing a shared web based *Human Resource Guide*
- Excel Training for Business Managers and school secretaries
- Google Docs training

Great Teachers and Leaders

Goal: Educator preparation, training and evaluation are informed by a common understanding of effective teaching and leadership.

Objective: Adopt state standards for teacher and leader effectiveness and align state statute and rules accordingly.

Action Steps:

Strategy	Action Step	Responsible party	Deadline:
Policy	Develop state standards for teacher and leader effectiveness for adoption by the Maine Legislature.	Maine DOE, in collaboration with stakeholders	By completion of 2012 legislative session
Policy	Establish plan to update related rule chapters in order to ensure that effectiveness standards are fully implemented in rule and policy. Goal to have all rules and policy updated within five years.	Maine DOE, State Board of Education, stakeholders	Implementation plan due September 1, 2012
Collaboration and Communication	Develop plan to publicize effectiveness standards; feature examples of effective teaching and school leadership in online Communities of Practice.	Maine DOE communications team to develop publicity plan	Plan due September 1, 2012

WMEC Regional Examples:

- Principals Network series focused on best practices in teacher evaluation and supervision.
 - Community of Practice and Book Read (*Effective Supervision: Supporting the Art and Science of Teaching*; Marzano, Frontier, Livingston)
 - Research
 - Regional Proposal to pilot Marzano's model and iObservation starting in 2012-2014 in development
- K-5 Math wiki and blog

Goal: Maine educators are consistently supported through high-quality training and professional development.

Objective: Expand access to high-quality initial and ongoing training and professional development for teachers and school leaders, with a specific emphasis on transformation leadership and on effectively and efficiently meeting the training and support needs of all educators.

Action Steps:

Strategy	Action Step	Responsible party	Deadline:
Policy	Amend the Chapter 114 rules governing state approval of teacher preparation programs, with the goal of improving the rigor and relevance of such programs.	Chapter 114 stakeholder group, Maine DOE, State Board of Education	By completion of 2012 legislative session
Planning and Implementation	Complete Maine's comprehensive state literacy plan and implement its recommendations.	Maine DOE, in cooperation with stakeholders	Plan under development; implementation to begin fall of 2012
Regionalization	Develop and provide support for regional teacher development centers to coordinate and conduct regional professional development opportunities for teachers and school leaders.	Development supported through Fund for Efficient Delivery of Education Services	Upon budget approval, state funding available beginning July 1, 2012
DOE Initiative	Develop an annual state-level "leadership academy" for school and district leaders, with a specific focus on change leadership.	Maine DOE, in collaboration with stakeholders, business leaders	Initial leadership academy to take place summer, 2012

WMEC Regional Examples:

- Regional Professional Development through WMEC includes:
 - NWEA – 2nd and 3rd levels
 - Math RTI for Middle and High School (2nd year)
 - Literacy in the Content Areas
 - Literacy and Technology
 - Library Automation Software
 - K-5 Summer Math Academies
 - CIPS schools networking and support series
 - Legal and Educationally Sound IEPs
 - Google Docs
 - Excel
 - Virtual High School
 - eCurriculum
 - SPOC Dine and Discuss series focused on the use of technology to improve teaching and learning
 - Graduate Course offered in partnership with UMF utilizing a shared tuition structure.

Goal: Highly effective educator evaluation systems are in place in every Maine school district.

Objective: Adopt statewide guidelines for locally developed teacher and leader evaluation systems, and support the development of a network of trained evaluators based in regional teacher development centers.

Action Steps:

Strategy	Action Step	Responsible party	Deadline:
Policy	In consultation with stakeholders, adopt statewide guidelines for teacher and leader evaluation systems, consistent with ESEA flexibility guidance from USDOE.	Maine DOE, in cooperation with stakeholders, Maine Legislature	Statutory changes made by completion of 2012 legislative session; stakeholder panel to develop detailed guidelines; guidelines in place by January 1, 2013
Collaboration and Communication	Develop teacher and principal evaluation models consistent with adopted state guidelines and post to Maine DOE website.	Maine DOE, in cooperation with stakeholders	Evaluation models posted to web by April 1, 2013
Regionalization	Develop and provide support for regional teacher development centers to coordinate and conduct training of teacher and leader evaluators, and to design and implement training and professional development activities.	Development supported through Fund for Efficient Delivery of Education Services	Upon budget approval, state funding available beginning July 1, 2012

WMEC Regional Examples:

- Principals Network series focused on best practices in teacher evaluation and supervision.
 - Community of Practice and Book Read (*Effective Supervision: Supporting the Art and Science of Teaching*; Marzano, Frontier, Livingston)
 - Research
 - Regional Proposal to pilot Marzano's model and iObservation starting in 2012-2014 in development.
 - WMEC Board of Directors priority area

Goal: Maine's educators participate easily and often in statewide sharing of instructional best practices and professional development opportunities.

Objective: Develop a state-level, online resource center devoted to the sharing of effective educational practices and professional development resources. Form a network of regional "best practice" schools that develop, implement and promote effective practices.

Action Steps:

Strategy	Action Step	Responsible party	Deadline:
Collaboration and Communication	Use the online Communities of Practice to facilitate the development of a resource directory for instructional resources and professional development materials.	Maine DOE communications team, in cooperation with the state's educators	Initial launch of resource directory by April 1, 2012
Best Practices	Develop a "Best Practice School" designation for schools undertaking research and development on effective instructional practices.	Maine DOE, in collaboration with stakeholders	Implementation plan to be developed by September, 2012

WMEC Regional Examples:

- K-5 Math Blog and Wiki
- Librarians Wiki
- Principals Network efforts
- Business Managers
- Special Education Directors

Multiple Pathways for Learner Achievement

Goal: All Maine students learn in a proficiency-based model that allows them to move at their own pace and advance when they have mastered learning outcomes.

Objective: Develop and implement a comprehensive set of state policies and supports to aid schools and school districts as they move from an age-based model to a proficiency-based model of schooling.

Action Steps:

Strategy	Action Step	Responsible party	Deadline:
Best Practices	Establish a Center for Best Practices at the Maine DOE to focus on research and reporting related to proficiency-based systems here in Maine.	Maine DOE	Center launched January 1, 2012
Collaboration and Communication	Use the online Communities of Practice to share resources and best practices related to proficiency-based learning.	Maine DOE, districts piloting proficiency-based learning	Online practice group on proficiency-based learning in place by May 1, 2012
Planning and Implementation	Establish a learner-centered instruction team at the Maine DOE, tasked with coordinating support for proficiency-based districts and establishing a communications strategy related to proficiency-based systems.	Maine DOE	Team in place by March 1, 2012, communications plan adopted by June 1, 2012
Policy	Adopt statutory language requiring proficiency-based high school diplomas by a date certain.	Maine DOE, Maine Legislature	By completion of 2012 legislative session

Goal: Learner-designed assessments are used in schools across Maine, making students active participants in setting and meeting expectations.

Objective: Provide Maine's educators with access to exemplars of valid, student-developed assessment tools and expand professional development opportunities related to the implementation of such assessment systems.

Action Steps:

Strategy	Action Step	Responsible party	Deadline:
Collaboration and Communication	Use Online Communities of Practice to share resources and best practices.	Maine DOE, districts piloting proficiency-based learning	Creation of relevant practice group by May 1, 2012

WMEC Regional Examples:

- Extensive use of wikis, blogs, doodles, Tandberg, Skype, etc by multiple groups used to share resources, lesson plans, etc

Goal: A wide variety of learning opportunities and settings give all students access to educational options that work for them.

Objective: Establish in statute "multiple pathways" for student achievement that minimize barriers to available education options and ensure access to a broad array of learning options.

Action Steps:

Strategy	Action Step	Responsible party	Deadline:
Policy	Adopt statutory language to expand student access to CTE and allow students to use Adult Education classes as a path to high school completion.	Maine DOE, in cooperation with stakeholders, Maine Legislature	By completion of 2012 legislative session
Policy	Adopt statutory language expanding school choice options for Maine students.	Maine DOE, in cooperation with stakeholders, Maine Legislature	By completion of 2012 legislative session
Policy	Fully implement the state's charter school law, including establishment of State Charter School Commission (SCSC), enactment of Maine DOE bill updating statutory language, final adoption of rules governing charter school development.	Maine DOE, State Charter School Commission, stakeholders	SCSC in place by January 1, 2012, updated statute and rules in place by completion of 2012 session

WMEC Regional Examples:

- Virtual High School courses available to middle and high school students
- Delivery of speech/language services via Tandberg
- Partner with the Western Maine Math and Science Consortium Grant – CTE focus

Goal: All Maine learners actively participate in digital learning opportunities that engage them and allow self-directed, self-paced learning.

Objective: As part of a comprehensive digital learning strategy, develop approaches to assist districts in adopting policies and practices that support “anytime, anywhere” learning, including expanded access to digital learning and other educational options outside the classroom.

Action Steps:

Strategy	Action Step	Responsible party	Deadline:
Planning and Implementation	In collaboration with stakeholders, adopt a comprehensive, multi-year digital learning strategic plan designed to expand access to digital learning opportunities for all Maine students.	Maine DOE, in cooperation with stakeholders	Complete plan summer of 2012; report recommendations to the 126 th Maine legislature
Collaboration and Communication	Develop and post to Maine DOE website materials and resources related to digital learning best practices.	Maine DOE MLTI team	Ongoing

WMEC Regional Examples:

- Virtual High School courses available to middle and high school students
- Delivery of speech/language services via Tandberg

Goal: All students with special learning needs have access to efficient, effective and appropriate services that help them succeed.

Objective: Review current practices with regard to the provision of services to students with special learning needs, and develop regional approaches to the delivery of special educational services, including the development of regional support centers for learners with special educational needs, their parents and families, and the educators who serve them.

Action Steps:

Strategy	Action Step	Responsible party	Deadline:
Planning and Implementation	Review current special education policy and practices; recommend changes for the next legislative session. Review to include analysis of data regarding special education eligibility, placements, and staffing ratios to determine factors that influence determinations of eligibility and higher-than-average staffing.	Maine DOE, in cooperation with stakeholders, Maine Legislature	Report due January 1, 2013
Best Practices	Publish a page on Maine DOE website to share evidence-based best practices with regard to special education services.	Maine DOE	September 1, 2012
Regionalization	Use the Fund for Efficient Delivery of Educational Services to pilot models of regional special education administration and services delivery.	Development supported through Fund for Efficient Delivery of Education Services	Upon budget approval, state funding available beginning July 1, 2012

WMEC Regional Examples:

- WMEC/UMO/Waldo County Hospital shared partnership proposal to pilot delivery of speech/language services to children by UMO grad students via telapractice

- WMEC/UMO Center for Community Inclusion proposal to develop regional resource service centers for high need low incident student population (ex. deaf/blind; autism, etc). Included training, coaching and delivery of services
- WMEC districts awarded a Tandberg Enhancement grant to provide units and training specifically targeting special education
- IEP meetings conducted using Tandberg
- Speech/language conducted using Tandberg
- Contracted services with Waldo County Hospital to offer web based speech/language services to WMEC districts
- WMEC partner with UMF/Special Education Outreach Consortium grant program
- Presentations to Legislators re: special education

Goal: Coordinated health and wellness programs contribute to a healthy school environment that helps learners make the most out of school.

Objective: Further coordinate, at the state, regional and local levels, school programming in health, wellness, counseling and nutrition.

Action Steps:

Strategy	Action Step	Responsible party	Deadline:
DOE Initiative	Review Maine DOE's health and wellness programs. Potentially develop a coordinated student health and wellness office or team at the Maine DOE.	Maine DOE, in cooperation with stakeholders	Plan due July 1, 2012
Best Practices	Publish a page on Maine DOE website dedicated to sharing evidence-based best practices with regard to health and wellness services.	Maine DOE	September 1, 2012

WMEC Regional Examples:

- Regional research and proposals for Rachel's Challenge

Goal: Schools and districts are engaged in unprecedented partnerships with families and the broader community as a way to expand learning opportunities for students.

Objective: Expand the state's capacity to support family and community partnerships at the school and district level.

Action Steps:

Strategy	Action Step	Responsible party	Deadline:
Collaboration and Communication	Publish a page on Maine DOE website dedicated to providing models of family and community partnerships established in schools across Maine and the nation.	Maine DOE, in cooperation with stakeholders	September 1, 2012
Planning and Implementation	Develop a plan, in cooperation with the Maine Commission for Community Service, to more fully implement school and community partnerships.	Maine DOE, in cooperation with the MCCC	January 1, 2013

WMEC Regional Examples:

- WMEC web page resources section
- WMEC What's Happening Newsletter –quarterly e-newsletter for parents and community
- WMEC PR Plan and Publications
- Partner with variety of stakeholders such as; Kyes Insurance, UMF, MADSEC, UMO, NWEA, Professional Development Community of Practice, MANP, WMSA, MMA, MDOE, MSMA, Waldo County Hospital, Publishing Companies, Drummond Woodsum

Goal: Students commonly access internships, apprenticeships and other opportunities to learn in workplace settings, apply academic lessons and explore potential career fields.

Objective: Develop a set of strategies for the expansion of career and workforce partnerships, based on feedback from school districts and the employer community.

Action Steps:

Strategy	Action Step	Responsible party	Deadline:
DOE Initiative	Survey Maine's school districts to identify current practices with regard to business and workforce partnerships.	Maine DOE	End of 2011-12 school year
Planning and Implementation	Use survey results, along with feedback from stakeholders, to develop strategies for expanding access to partnership opportunities.	Maine DOE, working with stakeholders	Strategies developed by September 2012
Policy	Undertake a review of state law and policy in order to identify barriers to career and workplace educational opportunities.	Maine DOE	By 2013 legislative session

Coordinated and Effective State Support

Goal: Maine students are able to move easily through a learner-centered educational system fully integrated from early childhood through adulthood.

Objective: Eliminate as many policy and operational barriers as possible that block access to educational options .

Action Steps:

Strategy	Action Step	Responsible party	Deadline:
Collaboration and Communication	Move forward with structural and other reforms as outlined in the state's recent Race to the Top Early Childhood Challenge grant.	Maine DOE, Maine DHHS and stakeholders	Progress report due July 1, 2012
Collaboration and Communication	Create the Education Coordinating Committee's college transitions working group; complete working group's initial report to the ECC regarding college and career readiness initiatives.	Maine DOE, higher education institutions, Education Coordinating Committee (ECC)	Interim report due to ECC May 1, 2012
Policy	Implement the initial findings of the governor's early post-secondary opportunities task force; support the ongoing work of the task force.	Maine DOE, early post-secondary task force	Task force interim report under development

Goal: Maine's schools are supported by adequate and effective state resources.

Objective: Undertake an independent review of the state school funding system, continue ongoing collaboration with the state Department of Health and Human Services to ensure access to funding for needed health services, and continue ongoing work to improve the efficiency and effectiveness of the state Department of Education in providing technical and other kinds of support.

Action Steps:

Strategy	Action Step	Responsible party	Deadline:
Policy	Undertake an independent review of the state school funding system; propose potential policy changes, if any, to the next legislature.	Maine DOE, Maine Legislature	Complete report by January 1, 2013
Collaboration and Communication	Support the ongoing work of Maine DHHS to create a detailed manual on MaineCare and other health and wellness-related policy and programs.	Maine DOE, in cooperation with DHHS, stakeholders	Manual due September 1, 2012
Policy	Use zero-based budget initiative to further review and assess Maine DOE programs and processes; propose reforms in the next biennial budget bill	Maine DOE, in cooperation with stakeholders, Maine Legislature	Proposed reforms to be included in next biennial budget bill

WMEC Regional Examples:

- Special Education Directors group goals includes research, training and advocacy related to MaineCare funding
- Partner with MADSEC re: MaineCare
- WMEC Board of Directors action re: MaineCare
- WMEC testimony to legislature regarding collaboration and funding
- WMEC and WMSA breakfast for legislators include funding implications and suggestions

Goal: Information and instructional technologies are supporting instructional practice and efficient school system operations.

Objective: Develop a "comprehensive plan" for technology integration, both in Maine's schools and school districts and at the Maine DOE, developed in collaboration with IT personnel and educators across the state.

Action Steps:

Strategy	Action Step	Responsible party	Deadline:
Planning and Implementation	Develop comprehensive inventory of ongoing technology and data projects and initiatives, with current status on each.	Maine DOE	June 1, 2012
Collaboration and Communication	Survey school unit IT directors and administrators regarding technology and data needs; use responses to develop detailed data and technology support plan.	Maine DOE, in cooperation with stakeholders	September 1, 2012

WMEC Regional Examples:

- Regional Tandberg training in partnership with CBE and ACTUM
- Tandberg used to offer regional courses
- Partner with UMF to offer graduate course on use of Tandberg to improve teaching and learning
- Virtual High School
- Part of WMEC *Futures Plan*
- Regional research on best electronic tables – beyond MLTI
- WMEC partner with UMF/SPOC on use of iPads as an instructional tool with preschool children – especially those with disabilities

Goal: An effective school and district accountability and improvement system helps Maine's schools meet the needs of all learners.

Objective: As part of the federal NCLB waiver process, develop a rigorous and transparent state-based accountability and improvement system that makes use of multiple measures, tracks learner growth and achievement over time, publicly reports that achievement, and holds educators, schools and school systems to account.

Action Steps:

Strategy	Action Step	Responsible party	Deadline:
Planning and Implementation	Develop a plan for the design and implementation of a new state accountability system consistent with the principles of the NCLB flexibility package.	Maine DOE, in cooperation with stakeholders, Maine Legislature	Accountability task force to begin work spring of 2012; present recommendations to Governor and 126 th legislature in spring of 2013.

WMEC Regional Examples:

- WMEC is a 501 (c) 3 Nonprofit (2006); updated all legal documents in 2010-2011 (bylaws, interlocal agreements; etc)
- Updated Futures Plan in 2009
 - *Mission/Purpose: To build a sustainable regional collaborative that meets the needs of the organization while also meeting the needs of the individual members.*
 - In order to further the Mission, the WMEC Vision for the next three to five years is to: *Improve student performance by working together to ensure effective and efficient use of resources (human, fiscal, technological, etc)*
- WMEC Fee Structure articulated
- *Futures Plan* Annually reviewed and work evaluated by Board of Directors
- Annual Audit
- Annual WMEC Year End Report presented to Board of Directors
- Action Research Cycles in Literacy and Math
- Mid Course and end of initiative evaluation process